Customer Strategy 2023-28

Aim

Delivering customer focused and equitable services is one of ForHousing's strategic outcomes. This outcome will be delivered through the Customer Strategy which encompasses:

- A culture that places the tenant at the centre of everything we do;
- Listening and acting upon the tenant voice; and
- Improving customer experience through better use of resources, systems, and processes

This will support the organisation's vision and mission which are to positively impact the lives of our social housing tenants and to provide safe, well maintained homes and deliver customer focused, equitable and efficient services.

Priorities and Strategic Milestones

In addition to "business as usual" activities, the following key priorities and delivery milestones will be delivered over the life of the strategy.

Priority	Year 1	Year 2	Year 3	Year 4				Year 5
				Q1	Q2	Q3	Q4	
Excellent and efficient customer focused services. Investment in customer facing service delivery to meet increasing customer demand.	Introduce and launch new Customer Connect Hub	Launch of new Tenant Data Quality Tool.	Elevate 360 Phase One: State of the Nation	Elevate 360 Phase Three: Interim opportunities implemented	Elevate 360 and iHMS: Co-produced Solutions Design		Elevate 360 Phase Four: Redesign models appraised	Elevate Phase Five: Implementation and Embedding
	Strategic salary review of customer facing roles	Launch strategic roadmap for new delivery model for operational services	Elevate 360 Phase Two: Playback		Proposed service charge framework: Tenant and leaseholder consultation activities co-ordinated, delivered and evaluated.		Service charge review: Outcomes evaluated and recommendations proposed to Board (inclusive of communication and support plan for customers) .	
		Customer data census (Linked to Knowing our Tenant KoT). Refreshing existing data sets and collecting data for newly identified data sets in order to formulate planned interventions and provide support to tenants.						
Meet the diverse needs of customers. Ensure that the tenant voice is heard and influences the customer experience. Effective and easy to access communication channels.	Launch new Tenant Scrutiny function		Deliver Tenant Voice Delivery Plan (formerly Strategy)	New tenancy support service within the Knowsley locality launched and embedded	New tenancy model for ForFutures portfolio launched	TPAS accreditation undertaken	Framework for engaging with lesser heard groups developed and implemented	Predictive and proactive service delivery (links to data) (Personalised experience)
	Formal Launch of the Together with Tenants Charter		Launch co-regulation events	Robust programme of annual tenancy visits launched	Enhanced approach to customer data collection activity developed			

	Introduce and launch new omnichannel system to improve customer experience through the Customer Connect Hub		Launch an enhanced digital self-service enabling tenants to self-appoint repairs at point of order	Renew Together with Tenants Charter for 2026-29				
	Understanding the diversity profile of all tenants and aligning all services to meet those needs. (Knowing Our Tenants Tenant data programme)							
	Implement and embed new centralised complaints function within the Customer Directorate							

Measures

Strategic measure						Lead (linked) measure					
	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
Tenant Satisfaction (TSM)	72%	72%	75%	75%	85%	Satisfaction with repairs (TSM)	74%	74%	75%	75%	79%
						Satisfaction with time taken to complete most recent repair (TSM)	72%	72%	72%	72%	75%
						Satisfaction with landlords approach to handling complaints (TSM)	42%	42%	45%	45%	55%
						Average Speed of answer (CCH performance)	30 secs	90 secs	90 secs	90 secs	90 secs
						Abandoned calls (CCH performance)	3%	5%	5%	5%	5%
						Overall satisfaction with customer experience (CCH performance transactional survey)	98%	98%	98%	98%	98%
						Satisfaction that the landlord keeps communal areas clean and well maintained (TSM)	69%	69%	69%	70%	71%
						Satisfaction with the landlords approach to handling anti-social behaviour (TSM)	74%	74%	74%	74%	75%
						Transactional survey satisfaction (R&M)		85%	86%	87%	88%
						Transactional survey satisfaction (Gas)		86%	97%	97%	97%
						Transactional survey satisfaction (Complaints)		55%	57%	59%	60%
						Consumer Regulatory grading		C2	C1	C1	C1
Satisfaction that the landlord listens to tenant views and acts upon them (TSM)	72%	72%	73%	73%	75%	Satisfaction that the landlord keeps tenants informed of what matters to them (TSM)	75%	75%	77%	79%	81%
						Agreement that landlord treats tenants fairly and with respect (TSM)	86%	86%	86%	88%	89%
						Satisfaction that landlord makes a positive contribution to neighbourhoods (TSM)	79%	75%	76%	78%	80%
Overall Transactional Satisfaction	n/a	n/a	n/a	85%	86%						

Overall Transactional Treated Fairly and with Respect	n/a	n/a	n/a	95%	96%	

EDI analysis will be conducted against all measures to ensure that any disparities in experience or quality of service for different groups of people are identified and addressed as part of reaching our strategic measures.

Risk

Risk Ref	Risk Title	How the Strategy addresses the risk	Risk Score RAG	Appetite RAG
ER011	A major failure to meet customer expectations, either permanent or temporary, leading to a significant reduction in customer satisfaction, reputational loss, regulatory censure and/or financial loss.	The strategy aims to ensure that services delivered place the tenant at the centre, and improvements made are tenant influenced ensuring they meet the needs and requirements of tenants and communities in which we operate.	12	
ER028	Wates are unable to deliver contracts within the budget envelope leading to increased financial cost, reduction in service standards/customer satisfaction, reputational damage and regulatory scrutiny.	Through refocusing contract management as part of the enhancement to repairs and maintenance service delivery, it enables the strategy to support tenant influenced improvements to the R&M service	12	
ER003	Political environment may not be conducive to ForHousing business plan and strategies.	By working with key partners and stakeholders in a transparent and open way, the strategy will ensure that we are working effectively together to meet and address any challenges.	3	
ER013	Failure to appropriately manage the quality of data or develop a culture which appreciates the value of data impacting on operational outputs, customer service and the ability to measure strategic outcomes.	The establishment of refreshed data via the Knowing or Tenant project enables more in-depth ED&I analysis of customer data to enable services to be tailored to tenants requirements and for us to understand the diverse needs of our tenants. Development of an enhanced ongoing approach to data collection further supports this activity	12	

Supporting documents

Document	Created by	Approved by	Notes
IDMF	Martyn Hague		

Equity statement
We value diversity and work to create an inclusive environment for our customers and colleagues, where everyone has access to the same opportunities. We welcome our responsibility to comply with equalities legislation and regulatory requirements that relate to equity, diversity and inclusion and aim to do more. Through our activities we aim to remove systemic barriers to equal opportunities and eliminate all forms of discrimination, harassment, and victimisation within our organisation.

We are committed to providing excellent customer services, which are fair, equitable and inclusive. As such, we will endeavour to understand and make any reasonable adjustments required for customers in line with ForHousing's Reasonable Adjustment Statement and the Equality Act 2010. Any reasonable adjustment provided will be recorded and kept under active review.